

Hamilton

REPORT 11-002

PHYSICIAN RECRUITMENT & RETENTION STEERING COMMITTEE

8:00 a.m.

Thursday June 16, 2011

Room 264

Hamilton City Hall

71 Main Street West, Hamilton

Present: Councillors L. Ferguson, Chair
L. Falco, Vice Chair
Councillors R. Powers, T. Whitehead

Absent: Dr. Asad Razzaque

Also Present: J. Walker, Physician Recruitment Specialist, Hamilton Physicians
T. Tollis, City Treasurer
C. Newman, Legislative Assistant, City Clerk's Office

THE PHYSICIAN RECRUITMENT AND RETENTION STEERING COMMITTEE PRESENTS REPORT 11-002 AND RESPECTFULLY RECOMMENDS:

1. Physician Recruitment Funding (Item 5.1)

- a) That the Physician Recruitment and Retention Program 2011 budget shortfall of \$80,000 be funded on a one time basis.
 - Firstly from the overall 2011 Corporate Budget.
 - And secondly if no surplus exists, it be funded from the tax stabilization reserve.
- b) That the City of Hamilton increase the funding of the Physician Recruitment and Retention Program by \$80,000
- c) That recommendation b above be referred to the overall 2012 budget process.

FOR THE INFORMATION OF COMMITTEE:

(a) CHANGES TO THE AGENDA (Item 1)

5. DISCUSSION ITEMS

5.1 Physician Recruitment Funding added correspondence from:

- Dr. Kevin Smith
- Dr. Murray Martin

The Clerk also indicated that there was an error on one of the information pieces in the agenda titled Key Performance Indicators. The amended form was distributed to Committee this morning.

On a motion the agenda was approved, as amended.

(b) APPROVAL OF MINUTES (Item 3)

(i) February 15, 2011 (Item 3.1)

On a motion the minutes from the February 15, 2011 meeting were approved.

(c) DISCUSSION ITEMS (Item 5)

(i) Physician Recruitment Funding (Item 5.1)

The Committee discussed the work of the Physician Recruiter and the progress that has been made with respect to attracting new physicians and specialists to Hamilton. The Committee proceeded to discuss the key performance indicators and supplemental information. The Committee indicated concern with the respect to the number of aging physicians in the Hamilton area. With this in mind the Committee felt that continued support for the program would be in the best interest of the City.

Both Hamilton Health Science and St. Joseph's Healthcare have ceased their funding of the Physician Recruitment position. McMaster University has verbally committed to fund \$25,000 per year for two years. Councillor Ferguson indicated that Local Integrated Health Network is not in a legal position to assist with funding of the position. If the City were to continue the position it would have to increase its funding of the program by \$80,000.

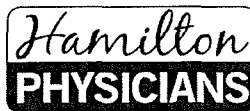
(d) ADJOURNMENT (Item 7)

On a motion the meeting was adjourned at 8:55 a.m.

Respectfully submitted,

Councillor L. Ferguson, Chair
Physician Recruitment and
Retention Steering Committee

Christopher Newman
Legislative Assistant
June 16, 2011



KEY PERFORMANCE INDICATORS
as of June 14, 2011

FAMILY PHYSICIANS

Year	New Contacts	New Recruits	New Recruits Perm vs. Locum	Retained	Total Family Physicians
2005 - Year 2	37	17	Perm - 12 Locum - 5	1	345
2006 - Year 3	42	17	Perm - 13 Locum - 4	5	341
2007 - Year 4	79	19	Perm - 11 Locum - 8	3	340
2008 - Year 5	110	20	Perm - 12 Locum - 8	1	331
2009 - Year 6	97	18	Perm - 8 Locum - 10	1	332
2010 - Year 7	100	19	Perm - 12 Locum - 7	1	345
2011 - Year 8 (YTD)	53	7	Perm - 5 Locum - 2	1	337
GRAND TOTAL	518	117		13	

Total Permanent Family Physicians = 73

Total Locum Family Physicians = 44

SPECIALISTS

Month	New Contacts	New Recruits
2005 - Year 2	5	1
2006 - Year 3	4	4
2007 - Year 4	13	3
2008 - Year 5	14	3
2009 - Year 6	12	2
2010 - Year 7	8	0
2011 - Year 8	2	
GRAND TOTAL	58	13

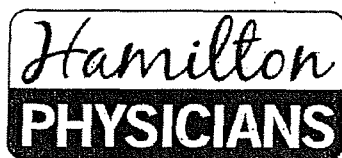


Current Statistics Summary

as of June 14, 2011

	2007 December	2008 December	2009 December	2010 December	2011 June
Total Family Physicians	342	331	331	345	337
Average Age	52.3	51.8	51.9	51.5	52.4
Physicians in their 20's and 30's	37	51	51	57	53
Physicians in their 40's	95	88	85	87	75
Physicians in their 50's	109	112	115	120	119
Physicians 60-64	66 (aged 60-69)	60 (aged 60-69)	57 (aged 60-69)	31	37
Physicians 65-69	-	-	-	27	29
Physicians 70 and Older	15	20	23	23	24
Physicians Age Unknown	20	0	0	0	0

**Note: For planning purposes, some of the newer physician's ages are best guess estimates.*



Retention of Recruited Physicians

up until January 31, 2011

Perm	73	65%
Locum	40	35%
	<u>113</u>	100%

Still practicing (Perm)		
Yes	65	89%
No	8	11%
	<u>73</u>	100%

Permanent practicing physicians who are Academy members

Yes	34	52%
No	31	48%
	<u>65</u>	100%

Hospital Priv.	(Perm)	
Yes	28	38%
No	45	62%
	<u>73</u>	100%

Hospital Priv.	(Locum)	
Yes	5	13%
No	35	88%
	<u>40</u>	100%

Physicians recruited	113
Physicians who have left Hamilton	24

Length of service of those who left		
6 months & below	8	7%
7 months to 1 year	5	4%
over 1 year to 2 years	4	4%
over 2 years to 3.5 years	7	6%
	<u>24</u>	21%

PHYSICIAN RECRUITMENT & RETENTION PROGRAM

Office of the Physician Recruitment Specialist

THREE YEAR BUDGET FORCAST

For the Period December 1, 2010 to November 30, 2013

Updated - 06/07/2011
Includes Actuals up to May 31, 2011

Balance Carried Forward

Revenue

City of Hamilton (note 2)	50,000		-50,000	50,000	50,000	150,000
Hamilton Health Sciences	40,000		-40,000	40,000	40,000	120,000
St. Joseph's Healthcare	40,000		-40,000	40,000	40,000	120,000
McMaster University	16,667		-16,667	16,667	16,666	50,000
Dept of Family Medicine	5,000		-5,000	5,000	5,000	15,000

Operating Expenses

Salary & Benefits	95,910	44,692	51,218	98,790	101,750	245,232
Support Staff	30,070	13,735	16,335	30,970	31,900	76,605
Office Expenses	3,890	1,690	2,200	4,010	4,130	9,830
Printing / Communications	2,000	363	1,637	2,060	2,120	4,543
Travel Expenses	5,500	2,107	3,393	5,670	5,840	13,617
Promotional Gifts	1,800	-	1,800	1,850	1,910	3,760
Events /Meals/Functions	1,800	423	1,377	1,850	1,910	4,183
Community Visit Program	10,000	1,252	8,748	10,300	10,000	21,552
Medical Conferences & Job Fairs	7,000	575	6,425	7,210	7,430	15,215
Advertising / Public Relations	2,000	840	1,160	2,060	2,120	5,020

Net - Funding Surplus (Shortfall)

In-kind contributions

Hamilton Academy of Medicine	14,000			14,000	14,000	42,000
Hamilton Chamber of Commerce	15,000			15,000	15,000	45,000
Hamilton Philharmonic Orchestra	2,052			-	-	2,052
Hamilton Conservation Authority	280			-	-	280
McMaster University	6,095			6,095	6,095	18,285

Note

- (1) Expenses & revenues based on information received as of the date of update.
- (2) Assumes partner contributions will continue at the same levels for Years 8, 9 & 10.

Year 8 BUDGET	Year 8 ACTUALS	Year 8 VARIANCE under/(over)	Year 9 BUDGET	Year 10 BUDGET	TOTAL
Dec 1/10 to Nov 30/11	Dec 1/10 to May 31/11	Dec 1/10 to Nov 30/11	Dec 1/11 to Nov 30/12	Dec 1/12 to Nov 30/13	Dec 1/10 to Nov 30/13
\$ 160,791	\$ 160,791	0	\$ 152,488	\$ 139,385	\$ 160,791
\$ 151,667	\$ -	-151,667	\$ 151,667	\$ 151,666	\$ 455,000
\$ 159,970	\$ 65,675	\$ 94,295	\$ 164,770	\$ 169,110	\$ 399,555
\$ 152,488	\$ 95,116	\$ (57,372)	\$ 139,385	\$ 121,941	\$ 216,236
37,427			35,095	35,095	107,617

June 7, 2011

Dr. John Kelton
McMaster University
Health Sciences Centre
Room 2E1, 1200 Main St. W
Hamilton ON L8N 3Z5

Mr. Murray Martin
Hamilton Health Sciences
Room 2E28, 1200 Main St. W
Hamilton ON L8S 4J9

Dr. David A. Higgins
St. Joseph's Healthcare Hamilton
50 Charlton Ave. E.
Hamilton ON L8N 4A6

Ms. Donna Cripps and Dr. Jennifer Everson
Hamilton Niagara Haldimand Brant LHIN
264 Main St. E
Grimsby ON L3M 1P8

Re: Physician Recruitment and Retention Program

Thank you for recently meeting with Jane Walker and me to review the key performance indicators, physician demographics and budget issues related to the Physician Recruitment and Retention Program.

As explained, the total operating budget for the program is \$151,000. We have been advised that Hamilton Health Sciences and St. Joseph's Healthcare are both canceling their support of the program. Both hospitals have contributed \$40,000 per year since inception.

The loss of \$80,000 from our budget will result in a 53% budget reduction which will seriously jeopardize the program continuing. Since inception in 2005, Jane has recruited 117 new doctors, however according to Ministry standards (1,380 patients per family doctor) we are still short 20 family doctors. In addition, the average age of family doctor is 52. There are 28 doctors over 70 years of age still practicing which is an 87% increase over the



last four years. Without a continual recruitment effort, retiring physicians won't be replaced and without family physicians, patients stay in hospitals will be longer.

We are well aware that all of you are under tough financial restraints. As a compromise and in an effort to keep this program operating, we would respectfully ask that all four of you consider contributing \$25,000 each per year to keep the program going. The City of Hamilton has committed \$50,000.

Thank you again for your support of the program since 2005 and I am hopeful that our suggestion meets with your approval.

I look forward to your favourable reply.

Sincerely,

A handwritten signature in black ink, appearing to read "Lloyd Ferguson", written over a horizontal line.

Lloyd Ferguson

Chair, Physician Recruitment and Retention Steering Committee
Councillor, Ward 12, Ancaster

Copy to:

Mayor Bratina and Members of Council

Jane Walker, Hamilton Physicians

Members – Physician Recruitment and Retention Steering Committee

FUNDING FOR PHYSICIAN RECRUITMENT INITIATIVES

Community	Budget Size	Funding Partners	Population (Stats. Canada 2006)	Other info.
<u>LHIN #1</u> SARNIA/LAMBTON (Cindy Scholten)	\$200,000 (\$1.56 per citizen)	City of Sarnia (\$75K) Hospital (\$50K) Surrounding municipalities (approx \$75K)	128,000 Lambton	Nothing was received from the hospital in 2010. Changes made: 1. Stopped providing new physicians with a 30K incentive grant for 4 years, now dropped to \$10,000 for a 2 year ROS with an offer of \$5K more if they take privileges within 12 months of setting up practice. 2. Not attending PAIRO 3. Never spend on print advertising City of Sarnia pledged an additional \$85K/year for the next 4 years.
<u>LHIN #2</u> GODERICH/HURON-PERTH (Gwen Devereaux)	\$225,000- \$250,000 (\$1.50 to \$1.67 per citizen)	5 Hospitals (including Alexandra Marine General Hospital)	150,000	They also get support from the communities and their incentives but it's not set in stone. They fundraise for recognition and recruitment events and the communities contribute to this. (Any dollars communities give is not included in the budget. These are used for advertising, travel conferences etc.) Recruiter is paid by hospital, separate from budget).

FUNDING FOR PHYSICIAN RECRUITMENT INITIATIVES

Community	Budget Size	Funding Partners	Population (Stats. Canada 2006)	Other info.
<u>LHIN #3</u> WATERLOO/ WELLINGTON (Nancy Gingerich – Community Partnership Coordinator)				
1. Cambridge & North Dumfries (Donna Gravelle)	\$80,000 (\$0.62 per citizen)	City of Cambridge (approx. \$61,500) Local clinics (\$5K -\$10K) Local businesses (approx. \$20K)	129,433	12 years in existence. City funding will decrease by 6% this year.
2. Guelph (Ian Smith – volunteer)	Not currently recruiting			
3. Kitchener- Waterloo (Mary Sue Fitzpatrick)	\$145,000 (\$0.48 per citizen)	i. City of Kitchener (\$20K) 5-year commitment ii. City of Waterloo (\$20K) 5-year commitment ii. Majority of funds come from Corporate community	302,143	Do not give incentive bonuses, nor do the cities or the hospitals. Commitments from the City of Kitchener and the City of Waterloo. Each provided \$20,000 a year from which \$10,000 from each City flowed through two Hospitals for "specialist" recruitment.
4. North Wellington [Fergus, Elora, Mount Forest, Palmerston] Wellington Health Care Alliance (Alison Armstrong)	\$53,000 (\$0.96 per citizen)	i. Center Wellington (\$20K) ii. Minto (\$10K) ii. Maple (\$10K) v. Wellington North (\$10K) v. Small communities (\$3K) vi. Hospitals (Fergus, Mount Forest, Palmerston)	55,028 (Wellington)	Relocation incentives (\$1,000-\$10,000) Funds are used for site visits, website, PAIRO, mktg. Materials, promo, medical education program. Recruiter is paid for by the 3 hospitals (FT, office & salary) A report is prepared yearly for each municipality.

FUNDING FOR PHYSICIAN RECRUITMENT INITIATIVES

Community	Budget Size	Funding Partners	Population (Stats. Canada 2006)	Other info.
<u>LHIN #4</u>				
HAMILTON NIAGARA HALDIMAND BRANT (Jill Cappa - Community Partnership Coordinator)				
1. Brantford (Alice Preston)	\$110,000 (\$0.88 per citizen)	i. City of Brantford ii. Hospitals iii. Municipalities	124,607	
2. Halton (Angela Sugden-Praysner)	\$194,000 (\$0.44 per citizen)	i. Halton Region (100% from the property tax rate with no subsidies from other programs.)	439,256	
3. Hamilton (Jane Walker)	\$151,667 (\$0.30 per citizen)	i. City of Hamilton (\$50K) ii. St. Joseph's Hospital (\$40K) iii. McMaster University (\$16.6K) iv. Hamilton Health Sciences (\$40K) v. Department of Family Medicine (\$5K) vi. Hamilton Academy of Medicine (in-kind) vii. Chamber of Commerce (in-kind)	504,559	
4. Niagara (Josie Faccini plus municipal recruiters)	\$100,000 (\$0.23 per citizen + \$ from Municipality)	Region of Niagara	427,421	Two municipal recruiters are funded separately in addition to several volunteers.
5. Norfolk (Linda Vancso)	\$52,000 (6 months) (\$0.83 per citizen for 6 months)	Norfolk County Hospitals	62,563	

FUNDING FOR PHYSICIAN RECRUITMENT INITIATIVES

Community	Budget Size	Funding Partners	Population (Stats. Canada 2006)	Other info.
<u>LHIN # 8</u> ALLISTON – Stevenson Memorial Hospital (Kathryn Mooij) Part time (3day/week)		i. 3 Municipalities ii. Hospital	55,000	
<u>LHIN #13</u> CITY OF SAULT STE. MARIE (Mary Jane Yorke)	\$665,000 (\$8.87 per citizen)	i. Group Health Association (\$100K) (multi-specialty, multi-disciplinary, modern, well-equipped ambulatory care facility, with diagnostic services and electronic medical record) ii. Sault Area Hospital (\$100K plus \$19,000. "in kind" contribution (for hospital-based office space, utilities, postage and Finance Dept. support) ii. City of Sault Ste. Marie \$465K (funded from Casino profits) iv. Algoma West Academy of Medicine – "in kind contribution" (e.g. a physician's time to assist with recruitment events this is an independent medical corporation.)	75,000	Incentive Package (payable within three years of commencement of practice, so a family medicine resident can take it in their PGY-1 year) ➤ \$40,000.00. (physicians and residents) or ➤ \$15,000 cash + \$100,000 interest-free loan. Loan repaid after four years of practice (physicians only) ➤ Payment of relocation costs – up to \$10,000. ➤ Expenses will be covered for a visit to look for housing. (This is an additional trip, as the Ministry does cover the initial CAV.) ➤ Target number is 8 physicians each year ➤ Recruited 66 physicians since 2003.

FUNDING FOR PHYSICIAN RECRUITMENT INITIATIVES

Community	Budget Size	Funding Partners	Population (Stats. Canada 2006)	Other info.
<u>LHIN #14</u> THUNDER BAY (Norine Howardson)	\$210,000 plus \$75,000 (for the Community Relations Coordinator) (\$2.32 per citizen)	i. City of Thunder Bay ii. Thunder Bay Regional Health Sciences Centre	122,907	Incentive grants (up to \$7000 / new family doc. 4 x \$5000 City of Thunder Bay Family Medicine Award for Thunder Bay students studying medicine in Canada.)

Per citizen

Lowest: Hamilton \$0.30/citizen
 Niagara \$0.23/citizen + municipal funds

Highest: Sault Ste. Marie \$8.87/ citizen

Newman, Christopher

From: Kelton, John [keltonj@mcmaster.ca]
Sent: June 9, 2011 10:47 AM
To: Ferguson, Lloyd; dhiggins@stjoes.ca; Martin Murray; Jennifer.Everson@LHINS.ON.CA; Donna.Cripps@LHINS.ON.CA
Cc: ksmith@stjoes.ca; DL - Council & Support Staff; jane@hamiltonphysicians.ca; Len Falco; [REDACTED]
Subject: RE: Physician Recruitment and Retention Program
Follow Up Flag: Follow up
Flag Status: Red

Hi Lloyd:

Thank you for the correspondence. I would agree that part of the health of our community requires adequate numbers of family physicians to provide care and prevent costly admissions, time off work, etc. Congratulations to Jane for her hard work with the recruitment of so many physicians.

The Faculty of Health Sciences at McMaster University consider this to be important work to maintain the overall health of our citizens and I would be pleased to provide a commitment of \$25K per year for two years, after which time we would like to review the success of this program.

Kind Regards,
John Kelton

From: Ferguson, Lloyd [mailto:Lloyd.Ferguson@hamilton.ca]
Sent: Wednesday, June 08, 2011 11:45 AM
To: dhiggins@stjoes.ca; Martin Murray; Jennifer.Everson@LHINS.ON.CA; Donna.Cripps@LHINS.ON.CA; Kelton, John
Cc: ksmith@stjoes.ca; DL - Council & Support Staff; jane@hamiltonphysicians.ca; Len Falco; asad.razzaque@gmail.com
Subject: Physician Recruitment and Retention Program

St. Joseph's Healthcare and Hamilton Health Sciences have informed the Physician Recruitment and Retention Program that they are no longer going to fund the Physician Recruitment program. This will result in a loss of \$80,000 in annual revenue which amounts to over 50% of the total annual funding to maintain the program.

This is something that will affect our entire community as we have a shortage of family physicians and the need to replace retiring physicians. Attached is a letter to you suggesting a compromise.

We are hopeful you can support our suggestion.

09/06/2011

Ferguson, Lloyd

From: Martin Murray [mmartin@HHSC.CA]
Sent: Wednesday, June 15, 2011 2:32 PM
To: Ferguson, Lloyd
Subject: FW: Physician Recruitment

Hello Lloyd;

I appreciate the work that you have done in supporting this initiative. I must however unfortunately indicate that HHS is no longer able to continue to support the Physician Recruitment program. I do believe that with the significant increase in the number of Family Physician being trained that we are not too far away from an active recruitment no longer being required.

Murray

This information is directed in confidence solely to the person named above and may not otherwise be distributed, copied or disclosed. Therefore, this information should be considered strictly confidential. If you have received this email in error, please notify the sender immediately via a return email for further direction. Thank you for your assistance.

6/16/2011

Ferguson, Lloyd

From: Kevin Smith [ksmith@stjosham.on.ca]
Sent: Wednesday, June 15, 2011 11:32 AM
To: Ferguson, Lloyd
Cc: dhiggins@stjoes.ca; Martin Murray; Jennifer.Everson@LHINS.ON.CA;
Donna.Cripps@LHINS.ON.CA; Kelton, Dr. John (Dean); DL - Council & Support Staff;
jane@hamiltonphysicians.ca; Len Falco; [REDACTED]
Subject: Re: Physician Recruitment and Retention Program

Lloyd

Just wanted to reinforce there is no lack of support in principle what-so-ever but with limited resources and expenses outstripping revenues we are required to look at what is our essential or core work. Regret we are not in a position to continue this at this time.

Kevin

Dr. Kevin Smith
President & CEO
St. Joseph's Health System

Associate Professor, Dept of Medicine
DeGroote School of Medicine
McMaster University

Sent from my iPad

On 2011-06-08, at 11:45 AM, "Ferguson, Lloyd" <Lloyd.Ferguson@hamilton.ca> wrote:

> St. Joseph's Healthcare and Hamilton Health Sciences have informed the Physician Recruitment and Retention Program that they are no longer going to fund the Physician Recruitment program. This will result in a loss of \$80,000 in annual revenue which amounts to over 50% of the total annual funding to maintain the program.

>
> This is something that will affect our entire community as we have a shortage of family physicians and the need to replace retiring physicians. Attached is a letter to you suggesting a compromise.

>
> We are hopeful you can support our suggestion.

>
>
> <<20110608114046.pdf>>

>
>
> Lloyd Ferguson
> Chair, Physician Recruitment and Retention Steering Committee
> Ancaster Councillor, Ward 12
> 905-546-2704

>
> <20110608114046.pdf>